



CITY OF LAS VEGAS • STRATEGIC PLAN 2005



JANUARY 2000



MAYOR
OSCAR B. GOODMAN

CITY COUNCIL
MICHAEL J. MCDONALD
(MAYOR PRO-TEM)

GARY REESE
LARRY BROWN
LYNETTE B. MCDONALD
LAWRENCE WEEKLY
MICHAEL MACK

CITY MANAGER
VIRGINIA VALENTINE

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January, 2000

TO THE CITIZENS OF LAS VEGAS:

We are proud to present the City of Las Vegas Strategic Plan for 2005, which will serve as the definitive blueprint of the City's direction in the years to come. Through the combined efforts of Council and the committed employees and management staff of the City of Las Vegas, this edition of the Strategic Plan signifies a collaborative process whose impact will be evident throughout the next millennium.

The Strategic Plan places its emphasis on four vital concerns for the Las Vegas valley: Growth, Quality of Life, Re-urbanization and Fiscal Responsibility. Each of these areas involves a myriad of goals, strategies and objectives which depict the methods and measures that we intend to accomplish.

The vision for the future of Las Vegas cannot be accomplished without the continued involvement and interest of our citizenry. Your interests and concerns have contributed to this final product. We invite you to watch our progress on these critical issues and we welcome your suggestions for the betterment of our residents.

Mayor Oscar B. Goodman

Michael J. McDonald, Mayor Pro Tem Ward 1

Lynette Boggs McDonald, Ward 2

Gary Reese, Ward 3

Larry Brown, Ward 4

Lawrence Weekly, Ward 5

Michael Mack, Ward 6



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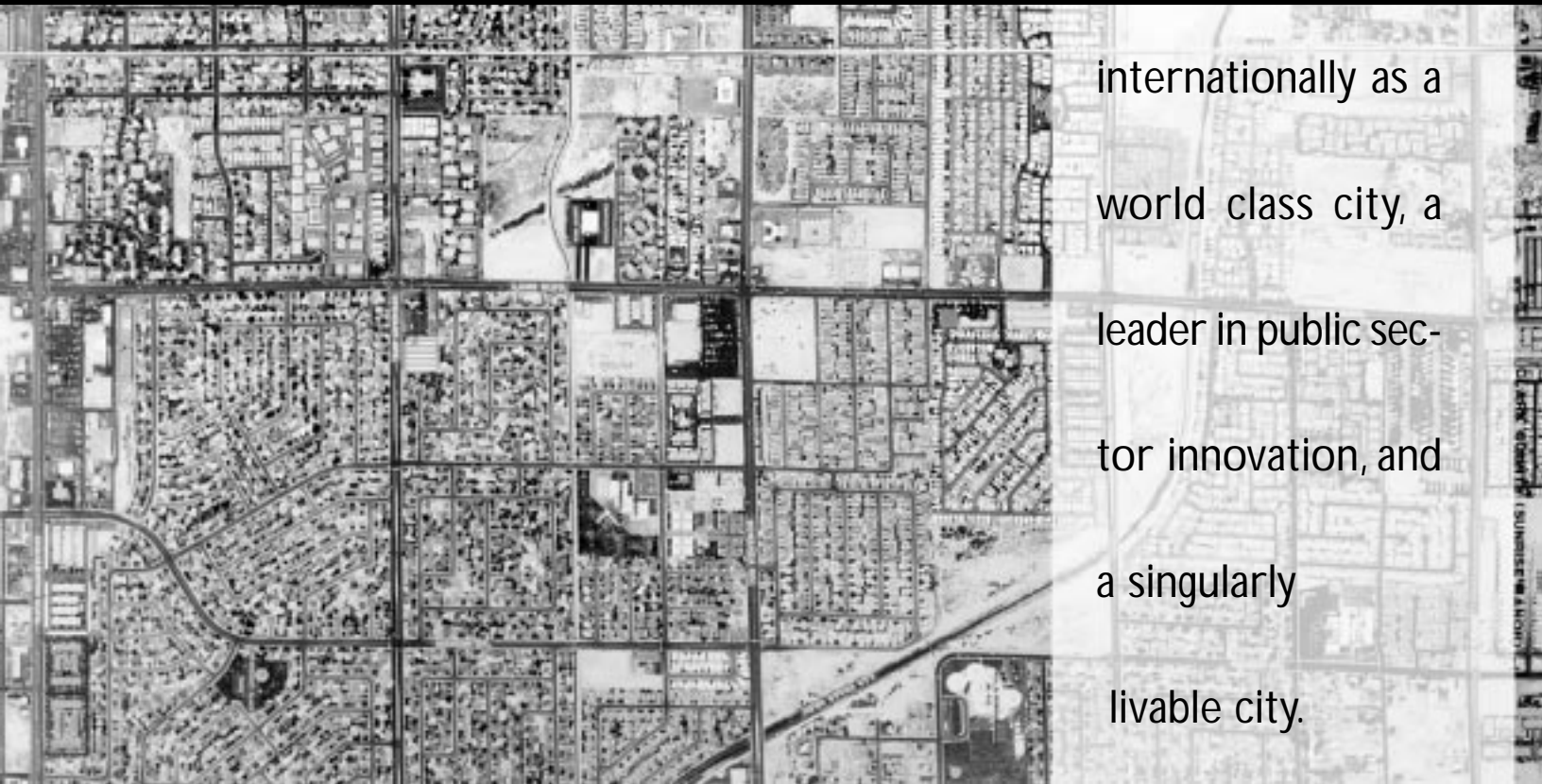
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Our Vision is for
the City of Las
Vegas to be:

Recognized locally,
nationally and

MISSION, VISION & VALUES



internationally as a
world class city, a
leader in public sec-
tor innovation, and
a singularly
livable city.

CITY OF LAS VEGAS

MISSION

To provide residents, visitors, and the business community with the highest quality municipal services in an efficient, equitable, cost effective, courteous manner and to enhance the quality of life through planning and visionary leadership.

VISION

Our Vision is for the City of Las Vegas to be:

Recognized locally, nationally and internationally as a world class city, a leader in public sector innovation, and a singularly livable city.

VALUES

Realizing that the strength of our vision and mission lies in our commitment to the following values we believe in:

Commitment to personal and fiscal integrity.

Honesty in all our actions.

Innovation in meeting the present and future needs of the City.

Respect for, and belief in, individual difference and the worth of every person.

Pride in our work, in our dedication to public service, and in being the best we can be.





For the 14th consecutive year, Nevada has claimed the title of fastest growing state in the nation and

INTRODUCTION & BACKGROUND



much of that growth has occurred in the City of Las Vegas. This trend is expected to continue well into the next millennium.

Introduction

For the 14th consecutive year, Nevada has claimed the title of fastest growing state in the nation and much of that growth has occurred in the City of Las Vegas. This trend is expected to continue well into the next millennium. As a result, the need for a comprehensive and organized approach to planning for the future must occur.

Since its inception, the City of Las Vegas has routinely done an annual review of its current internal operations in light of anticipated future demands and goals. In recognition of the mounting pressures to provide public services, a more formalized process of Strategic Planning began to evolve in 1991. As the City experienced burgeoning growth, the strategic planning process became an annual focal point for discussion of the pertinent issues facing the Las Vegas Valley. In addition, it provided a perfect venue to review and assess the City's internal operations.

This represents a culmination of many philosophies and ideas that form the basis for which to plan the future.



Background

Strategic Planning is the process by which an organization determines 1) **what** the organization intends to accomplish; and 2) **how** the organization and its resources will be directed toward accomplishing those goals over time. Strategic Planning is used to create focus, consistency, and purpose for an organization.

This year's Strategic Plan is a result of a concentrated effort by the City's department directors and supportive staff to address pertinent Valley wide areas of concern and the incorporation of previous council directives and goals. Those areas of concern were presented to the Mayor and City

Council in October, 1999. The resulting plan highlights four major emphasis areas: Growth, Quality of Life, Reurbanization and Fiscal Responsibility.



Within each area of emphasis are the goals, objectives, and strategies that have been proposed to address the concerns.

Inherent in all of the

AREAS OF EMPHASIS



goals, objectives, and strategies is the

City's commitment to provide Customer Service

Areas of Emphasis

Four teams composed of Department Directors met frequently to finalize their respective plans:

Growth:	Tim Chow, Planning & Development, Chair Dick Goecke, Public Works Sharon Segerblom, Neighborhood Services Paul Wilkins, Building & Safety
Quality of Life:	Mario Trevino, Fire & Rescue, Chair Barbara Jackson, Leisure Services Sharon Segerblom, Neighborhood Services Mike Sheldon, Detention & Enforcement
Re-urbanization:	Jeff Maresh, Office of Business Development, Chair Tim Chow, Planning & Development Sharon Segerblom, Neighborhood Services
Fiscal Responsibility:	Mark Vincent, Finance & Business Services, Chair Rick Anderson, Human Resources Mike Havemann, Municipal Court Joseph Marcella, Information Technologies Roni Ronemus, City Clerk

Within each area of emphasis are the goals, objectives, and strategies that have been proposed to address the concerns. Inherent in all of the goals, objectives, and strategies is the City's continuous commitment to provide Customer Service that is efficient, responsive, courteous and most of all, customer oriented. As each new fiscal year begins, the plan will be updated to reflect any revisions that are deemed necessary.



City of Las Vegas

*VIRGINIA VALENTINE
CITY MANAGER*

January, 2000

To Mayor and City Council,
Citizens of Las Vegas:

This document represents a concerted effort by management and staff to build on the guidance given by the City Council at our October 1999 Strategic Planning Session. The intent of this plan is to gain a consensus of the goals and directives of the City Council for the foreseeable future and develop the necessary steps toward successful implementation.

The Strategic Plan is guided by the statements of the City's Mission, Vision, and Values. Further, in developing the Strategic Plan, staff recognized the need to follow certain overarching guidelines. They include:

1. An emphasis on customer service; a commitment that we are here to serve the public.
2. Accountability in the stewardship of the public trust.
3. Credibility and integrity; striving for honesty in thought and deed.
4. Using technology as a tool to do things better, quicker, and more effectively.
5. Seeking for efficiencies in everything we do.

The Strategic Plan identifies four major components or areas of interest. These are Growth, Quality of Life, Re-urbanization and Fiscal Responsibility. Specific goals, objectives and strategies have been identified in each of these areas and are presented in this report.

Strategic planning is a dynamic process, and there are few cities as dynamic as Las Vegas. We feel that this plan gives us the framework we need to respond to our citizenry and meet the challenges of growth and future development in one of the fastest growing communities in the country.

We wish to thank the Mayor and Council for the support and direction they have provided in this process. It is their strength in leadership and vision that allows the City to excel in providing for the needs of our community today and in the future.

Sincerely,

Virginia Valentine
City Manager



The opportunity exists to anticipate and meet the challenges facing the City of Las Vegas as we work to preserve our

GROWTH



economic vitality and protect our quality of life.

GROWTH

Growth is evident through the rapid influx of new residents, businesses and business expansion, and the rising demand for infrastructure and public services that they bring with them. The opportunity exists to anticipate and meet the challenges facing the City of Las Vegas as we work to preserve our economic vitality and protect our quality of life.



A. Goal: Guide development through a strong master plan

Objective

Revise, update and integrate the City's Master Plan

Strategies

- Revise and update the City's comprehensive Master Plan so that it will serve as a policy document as well as a land use guide
- Revise and update the Parks, Trails, Public Safety and Housing elements of the Master Plan
- Update Master Plan land use maps to reflect revised policies
- Incorporate an assessment of fiscal impacts into the Master Plan

Objective

Strengthen the planning process

Strategies

- Implement the revised Master Plan and its elements

- Secure Bureau of Land Management leases for designated park and public facility sites
- Conduct studies and prepare special plans to implement the Master Plan
- Tie the capital improvement program to the Master Plan and its elements
- Implement the Town Center Plan for the Northwest Sector

B. Goal: Address traffic problems and related transportation needs

Objective

Relieve the City's traffic congestion through regional coordination and project implementation

Strategies

- Implement the Regional Transportation Commission's Master Plan
- Implement the U.S. 95 widening project
- Expand the neighborhood traffic program
- Conduct research on traffic mitigation measures
- Proceed with the Bonneville/Clark east-west couplet and complete the Fourth Street/Casino Center north-south couplet
- Upgrade traffic signals

- Work with NDOT to implement the Freeway and Arterial System of Transportation (FAST)

Objective

Implement related transportation improvements

Strategies

- Work with the RTC to finalize plans for a fixed guide-way
- Ensure seamless service delivery in roadway planning, design and construction



- Pursue high speed train service between Las Vegas and Southern California
- Revise the City's Subdivision Code
- Work with property owners to establish and implement street improvement districts

C. Goal: Provide needed infrastructure improvements and maintain existing public facilities

Objective

Identify and implement recognized infrastructure needs

Strategies

- Implement the Wastewater Management Master Plan
- Implement the Regional Flood Control District Master Plan
- Expand the reclamation plant
- Expand the wastewater treatment plant
- Design and construct capital improvements for other street, drainage, sewer, wastewater treatment, water, reclamation, park and recreation facilities

Objective

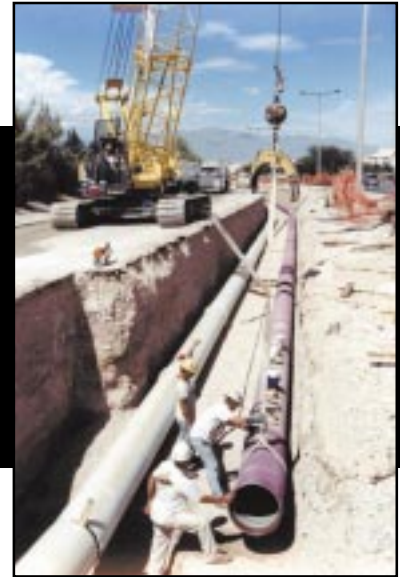
Maintain existing city-owned facilities

Strategies

- Expand the concrete sewer pipe inspection and rehabilitation program
- Continue to integrate the maintenance efforts of Parks, Streets, Building Services and Vehicle Services Divisions

Objective

Provide support for both new and existing infrastructure



Strategies

- Help to streamline the purchasing and procurement process for development services
- Improve the tracking of Capital Improvement Plan projects

D. Goal: Revitalize the City's central core and stabilize older neighborhoods

Objective

Revitalize the central core

Strategies

- Formulate, adopt and implement the Downtown 2005 Plan and Standards
- Coordinate the City's downtown revitalization programs
- Implement the Lewis Corridor beautification project
- Formulate a revitalization/in-fill strategy for the City's central core
- Adopt the Live-Work Zoning Amendment to encourage housing in the central core
- Initiate re-zonings in certain areas of the central core to encourage in-fill if appropriate

Objective

Revitalize older City neighborhoods

Strategies

- Adopt and implement standards for the Las Vegas High School Historic Preservation District
- Develop and adopt historic preservation standards for other older neighborhoods if appropriate
- Beautify public rights-of-way through the core and older neighborhoods
- Rehabilitate streets, sidewalks, curbs, gutters and streetlights



- Initiate Neighborhood Renaissance Projects
- Evaluate alternative strategies to encourage in-fill development

E. Goal: Provide opportunities for economic diversification



Objective

Seek additional methods of diversifying the City's economy

Strategies

- Pursue effective forms of marketing to attract businesses that will provide diversity
- Join with the school district, university system and other institutions to encourage educational and training opportunities to provide an educated work force
- Pursue new economic ventures, including professional sports and the performing arts

F. Goal: Enhance customer service

Objective

Reduce customer waiting time

Strategies

- Expand the Express Inspection program
- Initiate an Ultra Express Plans Check program
- Decrease the average plans examination period and waiting time for express plan checks
- Expand the special (third party) inspectors program

Objective

Increase customer convenience

Strategies

- Establish a satellite center for minor development permits
- Conduct a needs assessment for the West Service Center
- Enhance the Visual Interactive Zoning Ordinance (VIZO)
- Make additional information available to customers through Internet sites
- Expand 24 hour on-line service relating to Building Permit status

Objective

Provide educational and informational venues for Las Vegas residents

Strategies

- Expand access to public information and provide educational programs regarding the zoning, permitting, and plans check processes
- Improve the development approval and permit tracking and coordination program at the Development Service Center

G. Goal: Increase citizen and stakeholder participation

Objective

Involve citizens

Strategies

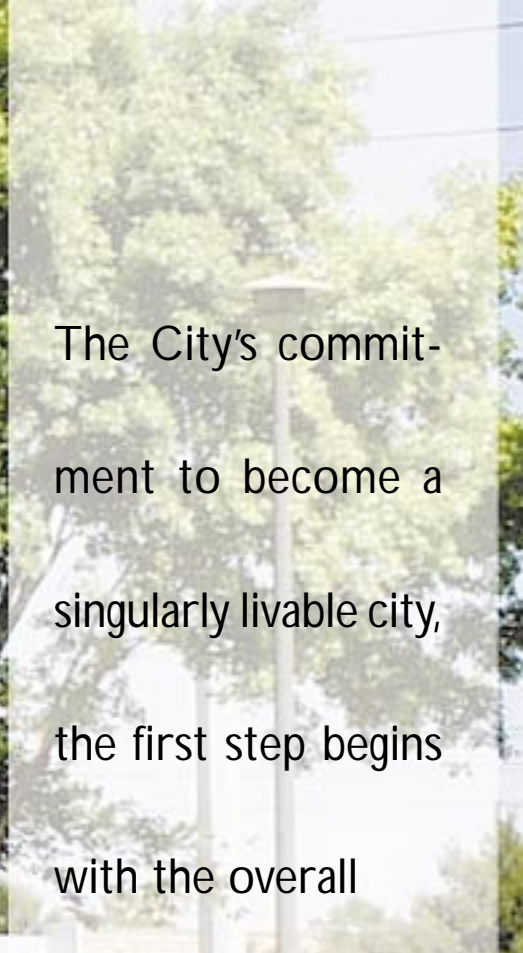
- Develop a visioning program for the Master Plan
- Strengthen the Census 2000 public outreach program

Objective

Involve community stakeholders

Strategies

- Survey and/or work with representatives of the development community, business owners, neighborhood groups and citizens to solicit their input
- Incorporate neighborhood consultation into the entitlement process



The City's commitment to become a singularly livable city, the first step begins with the overall

QUALITY OF LIFE



enhancement of our local community and neighborhoods.

QUALITY OF LIFE

Quality of Life in the Las Vegas Valley is fostered through the preservation and improvement of the physical, social and economic well-being of all Las Vegas citizens through public safety, community services, public and private partnerships, and neighborhood-based problem solving toward the goal of instilling a sense of community. In keeping with the City's commitment to become a singularly livable city, the first step begins with the overall enhancement of our local community and neighborhoods.



A. Goal: Increase the safety and security of communities

Objective

Improving public safety throughout the City of Las Vegas with an emphasis on residential neighborhoods

Strategies

- Reduce crime in neighborhoods and public alleyways through increased patrols and through physical improvements
- Enhance aesthetic quality of neighborhood utility facilities by encouraging the upgrading of unsightly or blighted areas
- Increase Fire and Emergency Services delivery through support of the bond issue
- Increase Detention & Enforcement staff through partnerships with federal government agencies
- Continue to enhance the delivery of emergency medical services

Objective

Adopt an aggressive approach to improve the safety and appearance of vacant lots and abandoned buildings

Strategies

- Pass ordinances that require owners to maintain undeveloped or abandoned properties
- Require security and aesthetic measures for unoccupied buildings

B. Goal: The provision of diverse cultural and recreational opportunities

Objective

Implementation and management of a more comprehensive method for park and recreational facility planning to create more open space. Develop, renovate and rehabilitate sites utilizing public and private partnership funding strategies



Strategies

- Utilize a five-year, project specific, Capital Improvement Plan
- Increase interdepartmental coordination among Public Works, Planning and Development, Leisure Services, Neighborhood Services, and Finance and Business Services departments
- Implement Park Master Plan in concert with the established budgetary process
- Continue to search for creative financing solutions to develop, upgrade or refurbish park and recreational sites in older, more established neighborhoods
- Timely development of future park and recreational sites and facilities provided through residential construction tax and/or donations

C. Goal: Revitalization of Established Neighborhoods

Objective

Provide aesthetic improvements within neighborhoods

Strategies

- Perform routine maintenance of alleyways
- Continue proactive code enforcement
- Conduct surveys of residents concerning vacating, paving and fencing alleys and their satisfaction with service
- Maintain cleanliness, visibility and safety of neighborhoods by committing resources and pursuing neighborhood partnerships
- Improve parking availability in and around neighborhoods
- Ensure the viability of neighborhood businesses through focused policing efforts
- Pursue inter-local agreements to improve the maintenance and upkeep of state roadways within the City boundaries



D. Goal: Fostering a healthy environment

Objective

Continue to improve air quality and water resources in the Las Vegas Valley

Strategies

- Pursue development of water reclamation facilities
- Pave dirt roads to reduce PM-10 emissions
- Expand Wastewater Treatment Plant
- Support mass transit efforts
- Improve storm water quality
- Institute congestion management
- Upgrade the Las Vegas Area Computerized Traffic System (LVACTS)

E. Goal: Continue to be an accessible and responsible government entity

Objective

Increase opportunities for neighborhood/citizen input

Strategies

- Provide further enhancements to the City web page
- Improve neighborhood organization and communication by increasing Neighborhood Association registration and participation
- Improve citizen education and training
- Survey residents regarding customer service needs
- Maintain contact with citizen(s) from initial inquiry through to completion



Successful development that includes mixed income/use, residential and commercial sites, will

RE-URBANIZATION



eliminate blight and increase the critical mass required to sustain downtown projects.

RE-URBANIZATION

The City of Las Vegas will strive to enhance its effort to provide premium living and working opportunities and environments in the Downtown Urban Core. Successful development that includes mixed income/ use, residential and commercial sites, through public/private partnerships, will eliminate blight and increase the critical mass required to sustain downtown projects.

A. Goal: To increase the number of residential units built or rehabilitated in downtown Las Vegas

Objective

Provide quality housing that enhances the area and attracts more development to downtown, including retail and small businesses

Strategies

- Establish housing requirements that provide for the following:
 - Security
 - Sense of neighborhood/community
 - Aesthetically pleasing
 - Large, landscaped interior open spaces
 - Sunroof patios and safe outdoor spaces
- Implement a comprehensive housing plan to establish available funding resources
- Provide a Request for Proposal element for projects that will include affordable housing for families, seniors and special needs citizens
- Strengthen on-site management through an intense application procedure for residential units



- Give priority to those projects that provide elements of safety, security and aesthetic design qualities
- Develop service opportunities for downtown residents such as on-site child care, after school programs, senior day care and rehabilitation programs

B. Goal: Create more job opportunities and increase economic development for small businesses in the downtown area

Objective

Provide an environment for developers, entrepreneurs, and small business owners to locate within the downtown area

Strategies

- Utilize the Micro Business CDBG Revolving Loan Fund to promote business expansion and relocation to the downtown area
- Create facade improvements for existing downtown businesses through federally funded programs
- Link public open space to commercial and residential projects
- Encourage locating training and educational opportunities within downtown, to include classes offered by the university, community college and local labor unions
- Provide incentives to develop in the downtown area through federal entitlement grants, land buy downs, low interest loans, infrastructure amenities and housing assistance through redevelopment set-aside funds



C. Goal: Increase the opportunities for downtown revitalization

Objective

Promote the development of the Union Pacific Railroad property

Strategy

- Continue to seek development interests that will enhance the City's central core and provide essential elements for its mixed use
- Explore opportunities to develop cultural and athletic venues

Objective

Provide an attractive and inviting north and south entryway into the downtown area

Strategy

- Work in collaboration with the Arts Council to create a more attractive entryway to the City's cultural corridor that will also connect with the museum corridor to the north





Fiscal responsibility consists of exercising best business practices which support fiscal integrity and accountability.

FISCAL RESPONSIBILITY



The City's focus is to assure that the citizens receive the best value for their dollar.

FISCAL RESPONSIBILITY

The City of Las Vegas strives to be a leader in utilizing sound financial strategies to support the services we deliver to our citizens. Fiscal responsibility consists of exercising best business practices which support fiscal integrity and accountability. The City's focus is to assure that the citizens receive the best value for their dollar.

A. Goal: Match budget commitment with planning goals

Objective

Prioritize capital and operating needs based on the City's advancement of planning goals

Strategies

- Incorporate strategic planning goals in fiscal budgeting process
- Require departmental review of budget priorities

Objective

Develop modeling tools to determine fiscal impact of future growth

Strategy

- Finalize the Fiscal Impact Analysis model to predict fiscal needs of future growth



B. Goal: Continue to enhance sustainable services

Objective

Develop accountable management and supervisory practices

Strategies

- Modify appointive and classified evaluation processes to include more accountability and establish pay for performance compensation systems when possible
- Pursue collective bargaining agreements which reward performance
- Seek alternate means to utilize staff in more effective, non-traditional, ways to achieve goals and deliver services
- Improve internal efficiencies through alternative service providers

Objective

Implement citywide technological advances when appropriate

Strategies

- Implement the new time/attendance and labor distribution system
- Enhance core business applications and continue to implement workflow technology and processes
- Institute new purchasing and travel card systems
- Continue expansion of web based applications, enhanced through electronic commerce
- Develop integrated land development, permitting, and planning system

Objective

Increase scrutiny of exemptions, waivers, and adjustments

Strategies

- Establish a policy and/or resolution prohibiting waivers, exemptions or adjustments except when appropriate
- Provide more information, analysis, and accountability through enhanced accounting structure and other techniques

Objective

Encourage interaction and cooperation with other elected officials to further the success of City initiatives

Strategies

- Broaden the City's involvement on committees studying revenue distribution
- Provide key staff with training to increase their knowledge of state and local tax structure and related regulations
- Increase participation or representation at state, local and regional proceedings
- Develop the City's Legislative Plan and interim methods of communication

C. Goal: Develop the City's Communication Plan

Objective

Provide the residents of the City of Las Vegas improved access to their government through various forms of media

Strategies

- Conduct a survey of residents and their communication needs
- Establish an inventory of the publications and programs currently being generated
- Implement the City of Las Vegas community access channel
- Produce valuable programming that will increase community awareness and educational opportunities for our citizens

- Utilize pro-active methods to provide residents with accurate information through television, radio, print media and Internet access
- Improve contact with journalists and news media to promote communication efforts and provide information and responsiveness
- Develop methods of distributing emergency information through the City's web site and/or mixed media

D. Goal: Customer Service Improvements.

Objective

Utilize technological advances when appropriate

Strategies

- Develop web site for permit applications
- Create web site for on-line parking ticket payment
- Expand web site for business licenses applications
- Integrate voice activated technologies into daily processes
- Develop electronic commerce capabilities



Objective

Provide more convenient, accessible locations to conduct City business

Strategies

- Develop and fund the west service center plan
- Continue with City Hall expansion to include more convenient customer parking
- Update and publish ADA Action Plan

Objective

Develop a quick and efficient telephone response system

Strategy

- Centralize telephone help desk

E. Goal: Increased productivity

Objective

Continue business practice analysis and restructuring when appropriate

Strategy

- Revise the City's business travel process
- Implement Records Management System

Objective

Use of activity based costing

Strategy

- Develop citywide work breakdown structure

Objective

Continue utilizing technology advancements

Strategies

- Utilize Intranet web site to deliver business information to support City employees functions
- Implement Electronic Council Agenda documentation
- Track and utilize performance measurements to assess productivity